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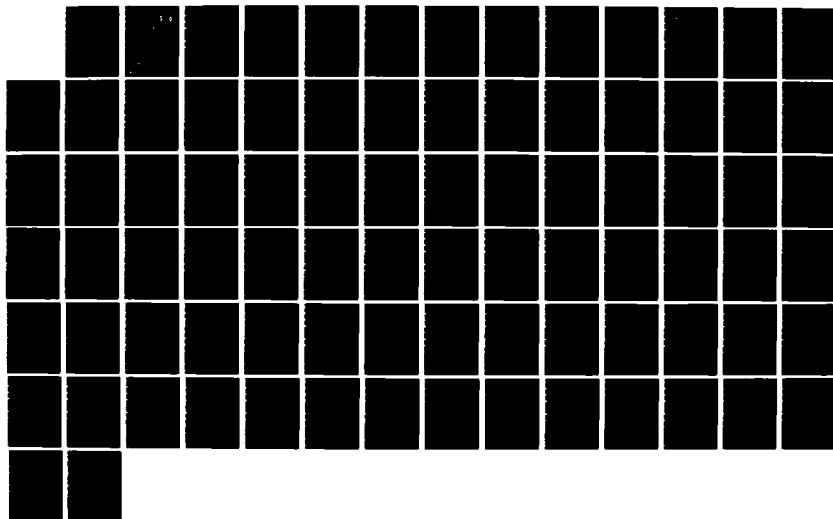
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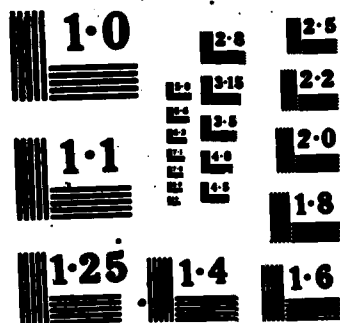
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STUDENT REPORT

JOB ATTITUDES OF USAF SECURITY
POLICE PERSONNEL

MAJOR RICHARD M. ZIMMERMAN 86-2825

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REPORT NUMBER 86-2825

TITLE JOB ATTITUDES OF USAF SECURITY
POLICE PERSONNEL

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Submitted to the faculty in partial fulfillment of
requirements for graduation.

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PREFACE

This report is part of an overall effort by the Leadership and Management Development Center (LMDC), Directorate of Research and Analysis, to consolidate and save for future study valuable data obtained by administering the Organizational Assessment Package (OAP) survey to thousands of Air Force personnel. It is written in the style and format required by LMDC, which is an adaptation of the style used by the American Psychological Association. The value of this report is that it focuses on the Security Police and their job attitudes. It in no way is meant to evaluate the effectiveness of the Security Police organization in accomplishing its mission of providing a secure environment. However, it examines factors which most certainly do affect the way and spirit in which Security Police accomplish their mission.

Why study organizational attitudes? LMDC is searching for ways to help organizations' leadership help themselves. Just as numerous studies have already shown, as individuals become less involved and positive about their work, they become more distant and alienated, thus impacting productivity and efficiency.

Anything leadership in any organization can do to effect better understanding, improve morale and promote greater self-realization is precisely the purpose of the LMDC service. Summed up by Herzberg, Mausner, and Synderman (1959), to discover and then reinforce the kinds of things that make people happier--find and eliminate the things that make people unhappy--is indeed a worthy end.

Finally, I sincerely thank the following individuals for their contributions in this endeavor: Major Mickey Dansby, Lieutenant Richard Lamb, and Chief Master Sergeant Judy Vermilya, Leadership and Management Development Center, Directorate of Research and Analysis. Lieutenant Colonel Robert Kimball, Leadership and Management Development Center, Directorate of Management, Strategies and Education; and Major Ron Sams, Administrative Advisor, Air Command and Staff College.



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ABOUT THE AUTHOR

Major Richard M. Zimmerman is a Senior Pilot with 2500 hours of flying time. He was commissioned through ROTC in 1973. He graduated from pilot training at Vance AFB, Oklahoma in 1974 and was assigned a B-52. Major Zimmerman is a 1980 Mackay Trophy winner. His most recent assignment was to headquarters Air Force Manpower and Personnel Center. Major Zimmerman served in the Training Management Division, as Chief of Undergraduate Flying Training Assignments. The UFT branch was responsible for all Air Force UPT and UNT assignments.

Major Zimmerman earned his Bachelor's degree in Education from the University of Wyoming. He has completed Squadron Officers School in residence and correspondence. Major Zimmerman is also a seminar graduate of Air Command and Staff College. He is a Central Flight Instructor Course graduate in the B-52H model.

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REPORT NUMBER

06-1825

AUTHOR(S)

MAJOR RICHARD M. ZIMMERMAN, USAF

TITLE

JOB ATTITUDES OF USAF SECURITY POLICE PERSONNEL

I. Purpose: To determine if there are significant differences between the job attitudes of personnel in the Security Police field and those personnel in other Air Force career fields. To develop recommendations for Headquarters Security Police for possibly improving job attitudes within the Security Police field.

II. Background: At no other point in our history has the issue of the nation's resources and their protection been more important than today. As a result, the importance of the Security Police and the successful accomplishment of their mission cannot be overstated. Success or failure is a result of many factors. The Leadership and Management Development Center (LMDC) at Maxwell AFB, Alabama and the Air Force Human Resources Laboratory (AFHRL) at Brooks AFB, Texas have jointly developed a job attitude survey to measure some of the attitudinal factors which help determine any organization's success or failure. The Organizational Assessment Package (OAP) is that survey. Using the OAP survey, LMDC is able to work with commanders to improve unit conditions. Primary emphasis is focused around four topic areas: Work Itself, Job Enrichment, Work Group Process, and Work Group Output.

CONTINUED

III. Procedures and Results: Nearly five thousand Security Police personnel were sampled through the OAP survey. Their results were compared to the LMDC data base of over one hundred thousand participants (Table 1). This report contains two separate analyses: demographic and attitudinal. The two-tailed t-tests were performed to discern any attitudinal differences between groups within officer, enlisted and civilian categories. The level of significance for all t-tests was $\alpha = .05$. The results show that attitudinally significant differences existed in all four survey areas and in all three personnel categories (Tables B-1 through B-3, Appendix B). The Security Police officers as a group responded generally more positive than other officers. For enlisted and civilian members significant differences were noted in 19 and 16, respectively, of the 21 OAP attitudinal factors, with the majority of the Security Police response being less positive than the data base responses in the corresponding personnel categories.

IV. Conclusions: Communication is the single element which resulted in the majority of less positive responses for Security Police personnel. The lack of effective communications has impacted on individual perceptions concerning job, unit pride and overall job satisfaction. Greater emphasis on the individual and with the individual's importance in accomplishing the unit's mission is essential and required to improve overall attitudinal perception. The Security Police mission is being accomplished at the expense of unit morale. Communication and individual recognition could help to bridge the gap.

V. Recommendations:

(1) The Security Police should continue to study the areas of significant differences found with the OAP data. Additional feedback from other units should be sought for positive initiatives.

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(2) Greater emphasis on the importance of the individual in accomplishing the Security Police mission should be introduced.

(3) Effective two-way communication could be insured by listening to ideas from the field and implementing these ideas when the mission/situation allows.

(4) Keep training current--don't fill squares with repetition.

(5) Supervisors of civilians should ensure a complete and thoroughly understood work plan is being used. A frequent review of the work plan with the ratee would ensure more understanding of work expectations. Change could be made as necessary.

(6) Work on pride both individually and in the unit. Be sure feedback isn't all negative. Develop an active recognition program and ensure supervisors take the time and effort to make the recognition program work.

Chapter One

INTRODUCTION

This report focuses on the personnel responsible for security in the Air Force. In no other time has the issue of security and protecting our resources been more critical than today. According to FBI crime statistics, (Crime in the United States, 1984), "violent crimes as a whole recorded a one percent increase in 1984" (p. 13). While a one percent increase in itself doesn't warrant great concern, the fact is that, according to Justice Department figures for 1984 (Allen, 1985), only an estimated forty-nine percent of actual crimes committed are reported. Other estimates of non-reported crime reach the 60% level (Wilson, 1973). While the seriousness of the situation in the Air Force is nowhere near that of the civilian sector, there still exists the threat to life and property and the concerns are similar. This report examines the job attitudes of officers, enlisted personnel, and civilians in the Security Police field as compared to Air Force personnel in other career fields.

Before examining job attitudes, however it is worthwhile to gain a basic understanding of the Security

Police field. According to Air Force Regulation 125-3, the mission of the Security Police is the "security of the United States Air Force mission elements and resources, enforcement of the laws and regulations, and retraining and rehabilitation of offenders" (p. 2-2). This is a serious responsibility requiring the Security Police to protect every war-fighting resource the Air Force owns (Uebelacker, 1984).

In order to carry out this important mission the Air Force Security Police force manpower requirements are approximately 1,100 officers, 37,000 enlisted personnel, and 2,000 civilians (AFMPC, 1985). The job attitudes of people have been shown to affect their performance and effectiveness (Gibson, Ivancevich, & Donnelly, 1985). In order to help Security Police leadership understand the attitudes of their people, the present report examines job attitude data of Security Police personnel collected with the Air Force Organizational Assessment Package (OAP). The OAP (Appendix C) is a survey questionnaire developed by the Air Force Human Resources Laboratory (AFHRL) at Brooks AFB, Texas and the Air Force Leadership and Management Development Center (LMDC) at Maxwell AFB, Alabama, to measure a wide range of job attitudes. Using the OAP data base at LMDC, comparisons may be made between job attitudes of personnel in various commands and functional areas. The present research is one such study, with attitudes within

the Security Police as its focus. In order to fulfill its purpose, the research analyzes the DAP data collected from Security Police personnel, with the goal of providing feedback to Security Police leaders and managers and suggesting policy changes when appropriate. To this end the research has four objectives:

1. To review relevant background and organizational behavior literature.
2. To compare DAP-measured demographic characteristics and job attitudes of officers, enlisted personnel and civilians in the Security Police field with the attitudes of corresponding personnel in other Air Force career areas.
3. To analyze significant attitudinal differences between Security Police personnel and other Air Force career personnel.
4. To develop recommendations for Security Police leaders and functional support managers for more effective operations within the Security Police field.

In order to address these objectives, this report follows this progression: Chapter Two is a literature review that highlights pertinent previous research. Chapter Three presents the methods of data gathering, including descriptions of the DAP, the subjects of the study, and the procedures to analyze the data. Chapter Four details the results obtained from the DAP in terms of demographics and attitudinal measures. The analysis of the data is addressed

in Chapter Five. Chapter Six contains conclusions drawn from this research project and recommendations for Security Police leaders and managers on ways to improve Security Police personnel's job attitudes.

Chapter Two

LITERATURE REVIEW

A significant amount of research has been done by behavioral scientists on organizational attitudes concerning the important determinants of organizations' and individuals' performance. The key ingredient concerning attitudinal performance is motivation (Gibson et al., 1985). Accordingly, an organization that best motivates its individuals will have better productivity and retention rates. One way of measuring an organization's overall health would be to examine its production, efficiency, and job satisfaction and attitudes of members (Campbell, 1979). While there are differing opinions on how an organization best enhances job satisfaction, it is universally accepted that job satisfaction is essential for effectiveness and success. Satisfaction, simply stated, is the organization's ability to meet the needs of individuals in the organization (Gibson et al., 1985). This chapter focuses on theories and factors which determine satisfaction and its use as a basis for a hypothesis as to whether there are significant differences between the job attitudes of personnel in the

Security Police field and those of individuals in other Air Force career fields.

Peters and Waterman (1982) in examining top Fortune 500 companies attribute the success or failure of a company to its relationship with the individual employee. Individuals who feel they are contributing to the organization and are recognized accordingly enjoy a higher degree of job satisfaction. Manifestations of this satisfaction can be seen in attitudes, turnover rates, absenteeism, tardiness, and grievances. While tangible items such as turnover rates and absenteeism would be easier to define than attitudes, job satisfaction attitudes are paramount in this study. Gibson et al., (1985), states that job satisfaction is an attitude that employees develop over time. There are many characteristics associated with job satisfaction, but according to the Job Description Index (JDI), (Smith, Bendall, and Hulin, 1969) five characteristics are crucial. These five are pay and its equity, job tasks being interesting and providing for learning and accepting responsibility, promotional opportunities, supervisory interest, and co-workers being friendly, supportive, and competent. The JDI describes the different types of rewards.

Vast amounts of research have been done to determine which reward satisfies workers the most. Lawler (1971) best summarizes behavioral science research on the subject of

satisfaction with these five points. First, satisfaction with a reward is a result of how much of a reward is received and how much the individual feels should be received. Second, satisfaction is influenced by what happens to others. Third, satisfaction is influenced by intrinsic and extrinsic rewards. Intrinsic rewards are those rewards that are part of the job, such as a sense of accomplishment. Extrinsic rewards are those tangible items such as pay and benefits. Fourth, satisfaction with a reward varies depending on time in career and with the factors contributing to the situation. Finally, some extrinsic rewards lead to other rewards. The debate continues over which is more important, intrinsic or extrinsic rewards, but all researchers agree that rewards are very important to job satisfaction.

One other element that may enhance job satisfaction is job enrichment or redesigning job depth, as provided by Herzberg's two-factor theory (Herzberg et al., 1959). Participative management gives employees greater depth/job enrichment. Gibson et al., (1985) highlights six items for supervisors so employees will have greater opportunities to exercise discretion. They are:

1. Direct feedback--Should be timely and direct.
2. New learning--All jobs should provide an opportunity to learn.

3. Scheduling--The individual should have some say in their schedule.

4. Uniqueness-- Each job should have some unique quality.

5. Control over resources--Individuals should have some control over job tasks.

6. Accountability--Individuals should be accountable for his or her performance to the company.

The six elements just mentioned focus on motivation, satisfaction, and performance. These same qualities and their measurement are the heart of the OAP. The use of the OAP and its results can be a significant help to an organization if used integrating the ideas of Hackman and Oldham (1980), to "try to achieve good person-organization relationships by adapting jobs to people as much as by adapting people to jobs." (p. 42).

Understanding that job enrichment is limited in the Security Police field due to the unique nature of the mission is a factor to be considered in evaluating Security Police responses on the survey. The rules, regulations and procedures, the daily routine of law enforcement and its repetitive nature is necessary to insure the security requirements of the Air Force. These requirements are all factors which limit the job enrichment capabilities of the Security Police field.

Utilizing the feedback from the DAF survey the author expects a lower degree of job satisfaction in the Security Police field than in other career areas for the reasons previously mentioned. However, the author expects the Security Police to be equal or higher in rating of leadership factors, even if they do rank lower in areas of overall job satisfaction. The rationale for this hypothesis is based on the author's experiences with Security Police personnel as a Strategic Air Command crewmember; the twenty-five years of police work, police teaching and training, and legal experience of Mr. Charles M. Allen II, head of the Criminal Justice Department at Troy State University; and the views of others like O.W. Wilson, criminologist, author and teacher, who place important emphases on effective leadership for success. The following chapter will explain how data for this research project were gathered, examine the DAF survey, who was surveyed and how the data analysis was conducted.

Chapter Three

METHOD

This chapter describes how the data used in this study were gathered. It examines in detail the following:

1. Instrumentation. Explanation of the survey questionnaire.
2. Data Collection. Explains how data were gathered.
3. Data Files. Contains two computer files, a history file and the active file.
4. Subjects. Involves personnel from the Security Police field and the LMDC Data Base.
5. Procedures. Results of analyses of the groups are reported in two separate examinations.

Instrumentation

The OAP is a job attitude survey consisting of a computer-scored response sheet and a 109-item booklet, divided into seven survey modules: Background Information Section, Job Inventory, Job Desires, Supervision, Work Group Effectiveness, Organization Climate and Job-Related Satisfaction (Ross, 1977). (See Appendix C).

The instrument has gone through extensive examination and evaluation to determine its usefulness and

effectiveness. Extensive studies of the instrument, by Short and Hamilton (1981), Hightower and Short (1982), and most recently Short (1985) consistently found the OAP to have "acceptable to excellent reliability" (p. 19). Short (1985) concludes the OAP instrument is adequate for collection of Air Force systemic data. Short (1985) also provides additional information about the instrument and data supporting its use, thus validating it as a data-gathering instrument.

Data Collection

All data for the current report were collected as part of LMDC's management consultation program. The consulting service is available at the commander's request and the results of the survey are kept confidential between LMDC and the client commander. Since the survey is given by invitation only, the OAP is an opportunity sample of Air Force organizations. However, because each member of the client organization who is present for duty receives this survey, and because the surveys have been administered at numerous and wide-ranging Air Force installations, the cumulative survey data base represents a significant portion of the Air Force population.

The Management Consultation Service is conducted in six separate phases: (a) The invitation phase--LMDC consulting service is provided only upon written request of a major unit commander; (b) The pre-visit phase--consultants from

LMDC visit unit for necessary preparation and to pre-brief commander; (c) The data gathering phase--LMDC personnel administer survey to unit personnel; (d) The analysis phase--LMDC examines all data gathered; (e) The tailored visit phase--LMDC personnel return to surveyed unit to provide specific feedback and work with individual supervisors; (f) The follow-up phase--LMDC personnel return to measure progress. The survey is again administered for a comparative analysis. The Commander's Guide to Air Force Leadership and Management Consultation Service (LMDC, 1983) thoroughly details this unique LMDC service. For the purpose of this report only data obtained during the initial survey session (Data Gathering) is used. In addition to the background information of the DAP, additional demographic data such as age and sex are provided via the computer-scored response sheet.

The actual administration of the DAP is done in group sessions under the supervision of LMDC personnel only. The commitment to an individual's anonymity is essential for the service of LMDC to be effective. LMDC's primary purpose is to help their clients succeed by leaving them with skills and techniques to continue improvement in mission accomplishment.

Data Files

LMDC maintains two data files of cumulative data results, history and active. The history file contains the

data collected through 30 September 1981, while the active file contains data collected after 30 September 1981. This study used data from the active file only, with a close out date of 16 September 1985.

Subjects

The Security Police personnel in this study are classified into three categories: officer, enlisted, and civilian, all performing duties associated with the Air Force Speciality Code (AFSC) 82XX of the Security Police field, either in Air Base Security or Law Enforcement. Their responses are compared to the LMDC Data Base group who likewise are categorized in the three personnel groupings but with differing AFSCs. Sample sizes for the two groups are indicated in Table 1. Data used in this report were obtained from surveys administered in nine major commands (Air Training Command, Strategic Air Command, etc.,) at over 40 locations in the United States, Pacific and European Theatres.

Table 1
Sample Size of Comparison Groups

	Officer	Enlisted	Civilian	Total
Security Police	107	4,812	40	4,959
Data Base	12,517	65,717	24,654	102,888

Procedures

This report contains two separate analyses of the DAP survey responses from the two groups: Examination 1, "Analysis of Demographic Information"; and Examination 2, "Comparison of Security Police Personnel to the LMDC Data Base." The number, N, represents the total number of valid responses on the data base for factors or items being examined. Statistical analyses for this report were accomplished using the appropriate procedures contained in the SPSS^X User's Guide (1983).

Examination 1. Analysis of Demographic Information. For the purpose of this analysis, the LMDC data base was divided into two groups. Individuals in the Security Police career field were Group 1. Group 2 were those remaining individuals in the LMDC data base who were not in the Security Police field. SPSS sub-program "CrossTabs" was used to characterize the two groups by demographic categories.

Examination 2. Comparison of Security Police personnel to the Data Base. For these analyses security police personnel were compared to the data base by personnel category: officer, enlisted, and civilian. Two-tailed t-tests were performed to discern any attitudinal differences between groups within each personnel category. The level of significance for all t-tests was $\alpha = .05$.

An F-test was used to test the assumption of equal variance groups. Where appropriate, the t-test for unequal variance groups was used. These procedures were used to determine variables for which Security Police personnel's attitudes vary significantly from those of the data base. Comparisons were made in four areas of organizational functioning:

1. Work Itself. Measures perceptions of task characteristics.
2. Job Enrichment. Measures the degree to which the job itself is interesting, meaningful, challenging, and responsible.
3. Work Group Process. Assesses the effectiveness of supervisors and the process of accomplishing the work.
4. Work Group Output. Measures task performance, group development, and effects of the work situation on group members. Assesses perceptions of quality and quantity of task performance. Assesses pride and satisfaction individuals have in their jobs.

See Appendix C for the OAP Factors and variables which comprise these areas.

In the next chapter the author presents the results of these analyses in two different examinations of the data.

Chapter Four

RESULTS

This chapter presents results of the comparison of Security Police personnel with Air Force personnel in other career fields using data from the OAP survey.

Examination 1: Analysis of Demographic Information

Tables 1 through 21, Appendix A, provide detailed descriptive information about Security Police personnel who have responded to the OAP survey. There were 107 Security Police officers in the study group. The typical Security Police officer has more than 12 years in service, has 18 to 36 months at present duty station, has more than 36 months in the career field, and more than 18 months in present position. More than 82% are white. The typical Security Police officer is married, with 46% of the spouses employed. Thirty-six percent of the officers hold advanced academic degrees. More than 94% are supervisors and 26% supervise at least nine people. Seven percent do not write performance reports. Over 85% indicate they either will or will likely make the Air Force a career.

The total number of enlisted Security Police personnel in the study was 4,812. The median time in service for

enlisted Security Police personnel is just over 4 years. Nearly a third have 18 to 36 months on station. Almost 50% have more than 36 months in the career field. More than 25% have been in their present position less than 6 months. Seventy-two percent are white and 17% are black, while only 5% are Hispanic. Forty-three percent are not married, 56% are married, with 45% of the spouses employed. Two percent have college degrees, and 45% have some college but no degree. More than 61% of the enlisted members are not supervisors and do not write performance reports. Twenty-four percent report their supervisor does not write their performance report or are not sure who does. Forty-four percent indicated they will either definitely or likely make the Air Force a career, 23% indicated maybe, and 30% reported they are probably not career minded.

Only 40 civilians were included in the Security Police sample. More than 50% of the Security Police civilians have over 12 years federal service, and 78% have more than 36 months at their present duty stations. Eighty-seven percent have more than 36 months in the career field, and more than 64% have been in their present position more than 36 months. Seventy-five percent are high school graduates, and 10% have a bachelor's degree. Eighteen percent are supervisors. Seventy-four percent reported that their supervisor writes their OER/APR appraisal, while 26% don't know or aren't sure who writes their report. More than 81% are likely to make

Civil Service a career, while 16% responded maybe, and 1% reported they are probably not inclined toward a civil service career.

In general, demographically the Security Police do not differ much from the Data Base. However, there are several items where some big differences do occur. They are: total force make-up, time in Air Force, non-high school graduates, Phase 1 & 2 Professional Military Education, communication with supervisors, its effectiveness, rated presence and career intent.

Examination 1: Comparison of Security Police Personnel to Data Base.

Twenty-one OAP factors were considered for this analysis and significant attitudinal differences were found between Security Police personnel and non-Security Police personnel on all of these factors. The differences exist in all four areas of organizational functioning: Work Itself, Job Enrichment, Work Group Process, and the Work Group Output. The following paragraphs discuss the attitudinal differences.

Security Police Officers vs. Other Officers

Security Police officers were found to be significantly different from other officers on only 5 of the 21 OAF factors. Security Police officers for this analysis expressed more positive views on 4 of those 5 factors. (See Table 1, Appendix B). Factors in the following areas were significantly different for Security Police officers.

In the work itself, Security Police officers indicated their jobs were more repetitive.

For job enrichment, Security Police officers were less positive about being able to complete a "whole" task. However, they were more positive about the significance of their job.

In work group process, Security Police officers were more positive about their management and supervision.

Finally, for the work group output, Security Police officers reported a more positive perception of advancement and recognition than other officers.

Security Police Enlisted Members vs. Other Enlisted Members

Security Police enlisted members were less positive than other enlisted personnel on 17 of the 21 OAF factors analyzed. On two factors Security Police enlisted members were more positive than other enlisted personnel. (See Table 2, Appendix B). The 19 factors with significant

differences are in all four areas of organizational functioning.

In the work itself area Security Police enlisted members were significantly less positive in attitudes concerning Job Performance Goals, Task Characteristics, and Task Autonomy. Like the officers, these members feel their jobs require more Work Repetition. However, the data show they desire repetitive tasks more than other enlisted personnel do. Finally in this area, these members are less satisfied with the on-the-job and technical training they received.

In the area of job enrichment all factors were scored significantly different, predominantly less positive by Security Police enlisted members. The enlisted Security Police members reported a lower variety of tasks, and not being able to carry a job through to completion as frequently. They reported less positive feeling about the importance of the job and the job itself did not provide as much direct feedback concerning their performance. They expressed a lower need for job enrichment. The significantly lower Job Motivation Index reflects the less positive responses on its component factors.

The work group process was another area the Security Police enlisted members reported less favorable perceptions than the other enlisted members about overall supervision and management. Security Police enlisted personnel reported

their work performance was more hindered by additional duties, details, inadequate tools, equipment, or work space and that organizational communications was not as open and adequate to accomplish the job.

The last area with significant differences between Security Police and other enlisted members is the work group output. All factors in this area had less positive results for Security Police enlisted personnel than other enlisted personnel. The Security Police enlisted group reported a feeling of less Pride in their work. They also perceived their work as having less quality and productivity, compared to other enlisted members. Concerning job satisfaction, the Security Police enlisted member feels less satisfaction with his/her job and additionally they perceive the General Organizational Climate as being less favorable than that experienced by other enlisted members.

Security Police Civilians vs. Other Civilians

Table 3, Appendix B, shows that for 16 of the 21 OAP factors studied, Security Police civilians were significantly different from the data base. One factor was more positive and 15 were less positive. The differences in the four areas are as follows:

In the work itself area the Security Police civilians state they are less clear on Job Performance goals. Security Police civilians were significantly more negative

about their Task Characteristics as well as Task Autonomy. Like other Security Police members, civilians feel their jobs are more repetitious. Finally, in this area, Security Police civilians were less satisfied with the training they received.

For job enrichment, Security Police civilians feel less positively regarding the skill variety required of them in their jobs. Task Identity was the second less positive unanimous factor for all Security Police personnel. Civilians also feel less favorable about not being able to complete their work from start to finish. Security Police civilian personnel feel that there is a significant lack of feedback about their performance compared to other civilians. Security Police civilian personnel also reported less overall motivating potential than did the other civilians on the Job Motivation Index.

In the work group process area, Security Police civilians show significant differences in the communication and management factors. Security Police civilian personnel report a more negative rapport with supervisors and perceive a less open communications environment in the organization.

Finally, in work group output, Security Police civilian personnel rated all factors in this area more negatively than did the data base. They feel less Pride in their work. They feel they are not as well-prepared for promotion and receive less recognition. Security Police civilians were

more negative about group effectiveness. In rating areas concerning job satisfaction the civilian Security Police personnel were less satisfied with factors surrounding the job. On the last factor in this area, General Organizational Climate, the Security Police civilian personnel reported a lesser spirit of teamwork and organizational pride.

This chapter addressed areas and factors where significant differences occurred in the data. The following chapter will interpret these results.

Chapter Five

DISCUSSION

This chapter discusses the interpretations of the results presented in the preceding chapter. Due to the few (five) significant differences found between the Security Police officers and the data base officers and the number and similarities in the significant differences reported by Security Police enlisted members and civilian members the findings are discussed using the format of Chapter Four, two examinations. Examination 1, demographic information and Examination 2, comparing the responses of Security Police personnel to the LMDC Data Base by OAP areas: Work Itself, Job Enrichment, Work Group Process, and Work Group Output.

Examination 1: Discussion of Demographic Information

Security Police officers for the most part mirror their fellow Air Force officers demographically. One factor that shows the biggest difference is time in present position, 36 months or more versus less than 6 months for the data base. A possible explanation for this stability trend for Security Police officers is that the majority of Security Police officers are in a position of command.

Demographically the Security Police enlisted and civilian personnel mirror the data base. These findings make the OAP attitudinal results even more interesting because any differences between the Security Police and the data base are more likely due to the work environment and the job itself and not as a result of the demographic make-up of the groups.

Examination 2: Discussion of Security Police personnel in the Four Areas of Organizational Functioning

The data supports the generalization that, compared to the data base, the majority of Security Police personnel are not as satisfied with their jobs as a whole. The following is a discussion of the results.

Work Itself

The nature of Security Police work has two unique characteristics: it is a very visible job, and the nature of the work is highly repetitious. Usually the first individual one encounters at an Air Force installation is a member of the Security Police. They maintain that high visibility throughout the base. Unfortunately people are more apt to criticize than to compliment the Security Police personnel. Work Repetition was rated more negatively unanimously for all categories. As was pointed out in Chapter 2, the nature of the Security Police mission is the culprit. For the Security Police officer there aren't many

changes in daily shift briefings, the enlisted member finds patrol and point guard duties very repetitious and the civilian Security Police personnel find filing and paper work to be a never changing or challenging task.

For the Security Police officers the data show that they understand their mission and feel to a reasonable extent that they have a degree of control over their work and are well trained to accomplish their tasking. Again, except for work repetition, in this particular area Security Police officers perceptions mirror those of the data base.

The Security Police enlisted members' perceptions in this area differ greatly from those of the officers as well as those enlisted members from the data base. All factors were perceived less positively than the data base enlisted except in two areas, and those have a negative connotation. The enlisted member feels the job lacks depth and is very repetitious, however, they as a group showed a tendency to desire repetitious tasks. The rules and regulations governing their duties give little latitude, which is probably a big factor in their desire for repetition. Finally, in the area of job training, the enlisted members are not as satisfied with the methods or with their instructors' competence. This particular item, when viewed in light of their attitudes toward repetition and several factors in other areas, tends to make this factor and how it was scored more understandable.

Security Police civilians also feel the frustrations of work repetition. However, in this area, as in others, communications seems to be the source of the problem. This is unfortunate because there is a requirement for all civilians to have a written work plan. This plan is agreed upon by both the individual and their supervisor. In developing and reviewing the work plan this would be an excellent time to address irritants in the area of Work Itself. Another factor which can be stated as an irritant is that in the Security Police field civilians tend not to be in supervising positions, 77% reported in the OAP survey that they are not supervisors.

Job Enrichment

Security Police officers feel, although they do not get to complete many jobs from start to finish, their work is important and has a significant impact on the overall Air Force mission. As a result, we see the officers' perceptions are that their job has depth and room for growth and promotional opportunities, which is a positive effect we see in other areas.

The enlisted members rated every item in this area less positively than the data base. Two items in this area which are essential to any organization's success are obviously lacking. These enlisted members do not see their importance to the overall Air Force mission and the lack of feedback, especially positive feedback, has certainly been influential

in the way the enlisted member sees his or her position. Again, the factors of repetition, the nature of police work and communications are the culprits.

The civilian perceptions are much the same as those of the enlisted members. However, they see their role as significant and their need for enrichment to the same degree as the data base.

Work Group Progress

For Security Police officers, the only significant difference was a more positive attitude toward management and supervision. This indicates from their perspective the organization is well organized and efficiently led.

The enlisted member feels however that there are barriers to accomplishing their tasks. In this area, problems in communicating within the organization so that the organization could be more effective were noted.

Work Group Output

The Security Police officer finds the challenges of Security Police work advantageous to recognition and advancement. This attitude and perception is consistent with their views in regard to the responses in the other areas.

Because the views expressed in this area by both Security Police enlisted and civilians were identical and unanimous they are treated together in this area. The overall lack of enthusiasm, pride and teamwork prevail in

this area. The synergistic effects of the other areas are reflected by those two groups being so negative in this final area.

The degree of difference between the officers, the data base, and the Security Police enlisted and civilian personnel is significant. What can be done to change these perceptions and attitudes and help the Security Police organization in its mission is the topic of the next chapter.

Chapter Six

CONCLUSIONS AND RECOMMENDATIONS

The OAP study shows that Security Police officers are generally satisfied with their jobs. The results show their needs are met, they feel challenged and feel they are recognized and promoted accordingly. However, the enlisted and civilian members of those same organizations see a completely different picture. Basically their needs are not being met, which is reflected in the less positive attitudes expressed about the Security Police organization. These highlighted areas need attention and steps need to be taken in the areas of significant differences so as not to jeopardize the security of the United States Air Force.

Conclusions

The single biggest factor impacting perceptions for all three categories of Security Police personnel is communication. This single element has affected every area examined by the OAP. Organizational effectiveness depends on communication. Communication is the link that connects all the separate parts together and connects the organization with its environment. This point is really emphasized and shown to be undeniable when examining the

different factors, particularly those with significant differences: performance goals, feedback, training, pride, recognition, effectiveness and satisfaction element. While unnecessary to mention them all, certainly communication is a factor in each.

The hypothesis stated that leadership factors from the Security Police personnel would be equal or higher than those of the data base, the results showed that to be true. In fact, it was the only factor of the twenty-one which had positive responses from all of the categories. It shows that some communication is happening. Everything a supervisor does communicates something to somebody, but it appears to be one way, from the top down.

Recommendations

1. Security Police continue to study the areas of significant differences.
2. Emphasize the importance of individuals in the accomplishment of the Security Police mission.
3. Ensure two way communications--use ideas from the field--implement when mission/situation allows.
4. Keep training current--update the new ideas, don't fill squares with repetition.

5. Supervisors of civilians ensure a complete and thoroughly understood work plan is used and review it often with ratee.

6. Work on pride for both the individual and the unit. Ensure feedback isn't all negative. Have an active recognition program--supervisors take the time to make it work.

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APPENDIX

Appendix A

Demographic Information

Appendix A

Table A-1

Number of Respondents by Personnel Category

	Security Police (<u>n</u>) 4959	Data Base (<u>n</u>) 102888
Officer	107	12517
Enlisted	4812	65717
Civilians	40	24654

Table A-2

Sex by Personnel Category

	Security Police		Data Base	
<u>n</u> =	Male(%) 4720	Female(%) 220	Male(%) 83055	Female(%) 19467
Officer	01.9	07.3	13.1	08.0
Enlisted	97.4	89.1	69.3	41.4
Civilians	00.7	03.6	17.6	50.6

Table A-3

Age by Personnel Category

n =	----Security Police----			-----Data Base-----		
	Off (%)	Enl (%)	Civ (%)	Off (%)	Enl (%)	Civ (%)
	107	4812	40	12517	65710	24648
17 to 20 Yrs	00.0	21.8	00.0	00.1	13.2	01.2
21 to 25 Yrs	08.4	47.5	07.5	12.2	37.4	06.2
26 to 30 Yrs	28.9	16.1	27.5	28.1	19.7	10.5
31 to 35 Yrs	27.2	08.3	07.5	23.5	15.0	14.4
36 to 40 Yrs	23.4	03.9	02.5	19.5	10.2	14.1
41 to 45 Yrs	09.3	01.5	17.5	11.0	03.1	12.6
46 to 50 Yrs	00.0	00.1	10.0	03.5	00.7	14.0
>50 Yrs	02.8	00.5	27.5	02.1	00.7	27.0

Table A-4

Time in Air Force

n =	----Security Police----			-----Data Base-----		
	Off (%)	Enl (%)	Civ (%)	Off (%)	Enl (%)	Civ (%)
	107	4797	37	12496	65545	21848
< 1 Yr	01.0	11.0	02.7	03.3	06.7	05.1
1 to 2 Yrs	04.7	15.4	00.0	05.3	11.8	05.1
2 to 3 Yrs	04.7	18.8	05.4	07.6	12.0	05.2
3 to 4 Yrs	05.6	14.8	02.7	07.2	11.1	04.9
4 to 8 Yrs	26.1	17.7	21.6	21.7	20.7	11.8
8 to 12 Yrs	16.8	10.1	16.2	16.2	13.2	12.5
>12 Yrs	41.1	12.2	51.4	38.7	24.5	55.4

Table A-5

Months in Present Career Field

	----Security Police----			-----Data Base-----		
	Off (%)	Enl (%)	Civ (%)	Off (%)	Enl (%)	Civ (%)
<u>n</u> =	107	4784	39	12428	65335	24006
< 6 Mos	03.7	04.9	02.6	05.2	04.9	05.6
6 to 12 Mos	04.7	09.4	05.1	07.7	07.9	07.3
12 to 18 Mos	00.9	08.6	00.0	07.9	08.2	06.1
18 to 36 Mos	15.9	26.6	05.1	21.6	20.5	13.5
>36 Mos	74.8	50.3	87.2	57.6	58.5	67.5

Table A-6

Months at Present Duty Station

	----Security Police----			-----Data Base-----		
	Off (%)	Enl (%)	Civ (%)	Off (%)	Enl (%)	Civ (%)
<u>n</u> =	107	4779	40	12478	65397	24085
< 6 Mos	20.6	18.7	07.5	13.8	15.1	06.3
6 to 12 Mos	22.4	18.8	02.5	16.5	18.5	07.9
12 to 18 Mos	13.1	18.9	02.5	16.4	15.9	06.2
18 to 36 Mos	35.5	31.6	10.0	36.0	32.2	15.2
>36 Mos	08.4	12.0	77.5	17.3	18.3	64.4

Table A-7

Months in Present Position

	----Security Police----			-----Data Base-----		
	Off (%)	Enl (%)	Civ (%)	Off (%)	Enl (%)	Civ (%)
<u>n</u> =	107	4768	39	12467	65316	24238
< 6 Mos	29.9	27.7	07.7	26.4	27.7	13.9
6 to 12 Mos	21.5	24.2	11.2	24.7	24.1	14.8
12 to 18 Mos	13.1	16.7	02.6	17.1	16.3	10.3
18 to 36 Mos	27.1	24.5	15.4	24.7	22.6	19.7
>36 Mos	08.4	06.9	64.1	07.1	09.3	41.3

Table A-8

Ethnic Group

	----Security Police----			-----Data Base-----		
	Off (%)	Enl (%)	Civ (%)	Off (%)	Enl (%)	Civ (%)
<u>n</u> =	107	4776	40	12453	65253	24270
Indian	00.0	01.4	00.0	00.7	01.4	01.3
Asian	00.9	01.5	00.0	01.5	02.0	02.8
Black	11.2	16.8	22.5	05.8	16.2	09.6
Hispanic	02.8	05.1	00.0	02.7	05.2	16.2
White	82.3	71.8	75.0	87.6	71.5	67.2
Other	02.8	03.4	02.5	02.0	03.6	02.9

Table A-9

Marital Status

	----Security Police----			-----Data Base-----		
	Off (%)	Enl (%)	Civ (%)	Off (%)	Enl (%)	Civ (%)
<u>n</u> =	107	4802	40	12506	65599	24580
Not Married	16.8	42.8	17.5	21.1	35.5	18.6
Married	83.2	55.9	77.5	77.3	62.7	75.4
Single Parent	00.0	01.3	05.0	01.6	02.3	06.0

Table A-10

Spouse Status: Security Police

	Geographically Separated			---Not Geo. Separated---		
	Off (%)	Enl (%)	Civ (%)	Off (%)	Enl (%)	Civ (%)
<u>n</u> =	8	195	3	81	2487	29
Civilian Employed	62.5	57.9	00.0	30.9	33.0	57.2
Not Employed	12.5	31.3	100.0	58.0	56.4	42.8
Military Member	25.0	10.8	00.0	11.1	10.6	00.0

Table A-11

Spouse Status: Data Base

	Geographically Separated			---Not Geo. Separated---		
	Off (%)	Enl (%)	Civ (%)	Off (%)	Enl (%)	Civ (%)
<u>n</u> =	418	3308	1066	9250	37807	17458
Civilian Employed	58.8	58.6	69.3	34.2	38.2	54.1
Not Employed	20.1	26.1	17.5	57.1	47.4	34.3
Military Member	21.1	15.3	13.2	8.7	14.4	11.6

Table A-12

Educational Level

	----Security Police----			-----Data Base-----		
	Off (%)	Enl (%)	Civ (%)	Off (%)	Enl (%)	Civ (%)
<u>n</u> =	107	4790	39	12483	65478	24319
Non HS Graduate	00.0	00.9	02.6	00.0	00.7	05.4
HS Grad or GED	00.0	51.2	28.2	00.2	44.7	29.0
< 2 yrs college	00.9	33.7	33.3	00.2	34.6	23.9
> 2 yrs college	00.0	11.9	25.6	01.4	16.1	18.3
Bachelor's Degree	62.7	01.9	10.3	52.9	03.3	15.2
Master's Degree	35.5	00.4	00.0	37.1	00.5	07.1
Doctoral Degree	00.9	00.0	00.0	08.2	00.1	01.1

Table A-13

Professional Military Education

	----Security Police----			-----Data Base-----		
	Off (%)	Enl (%)	Civ (%)	Off (%)	Enl (%)	Civ (%)
<u>n</u> =	107	4801	40	12500	65562	24520
None	26.2	42.9	67.5	34.5	30.8	78.6
Phase 1 or 2	02.8	31.6	07.5	01.0	29.8	07.5
Command Academy	07.5	20.0	10.0	02.1	31.2	06.1
Sr NCO Academy	00.0	02.3	05.0	00.2	05.1	02.0
SOS	41.1	00.1	00.0	26.6	00.2	01.1
Int Service Sch	14.0	03.0	10.0	23.4	02.9	03.4
Sr Service Sch	08.4	00.1	00.0	12.3	00.1	01.3

Table A-14

Number of People Directly Supervised

	-----Security Police----			-----Data Base-----		
	Off (%)	Enl (%)	Civ (%)	Off (%)	Enl (%)	Civ (%)
n =	107	4286	31	11767	59706	20278
None	05.6	61.2	77.4	41.5	60.2	69.7
1 Person	09.3	05.7	00.0	07.2	07.7	02.9
2 People	09.3	06.2	00.0	06.4	07.3	02.5
3 People	12.2	08.2	00.0	08.0	05.3	02.8
4 to 5 People	16.8	08.4	03.2	13.7	07.9	05.4
6 to 8 People	20.6	03.5	00.0	10.0	04.8	04.6
9 or more People	26.2	06.8	19.4	13.2	06.8	12.2

Table A-15

Number of People for Whom Respondent Writes APR/OER/Appraisal

	-----Security Police----			-----Data Base-----		
	Off (%)	Enl (%)	Civ (%)	Off (%)	Enl (%)	Civ (%)
n =	107	4795	40	12482	65500	24579
None	07.4	66.7	85.0	51.8	66.6	78.8
1 Person	18.7	05.9	00.0	09.2	08.8	02.1
2 People	18.7	06.4	00.0	06.9	07.9	01.9
3 People	15.9	08.2	02.5	07.1	05.5	02.0
4 to 5 People	17.8	09.1	05.0	11.2	06.8	03.9
6 to 8 People	17.8	02.3	00.0	08.4	02.4	03.1
9 or more People	03.7	01.4	07.5	05.4	02.0	08.2

Table A-16

Supervisor Writes Respondent's APR/OER/Appraisal

	----Security Police----			-----Data Base-----		
	Off (%)	Enl (%)	Civ (%)	Off (%)	Enl (%)	Civ (%)
<u>n</u> =	105	4738	38	12330	6475	23797
Yes	79.1	75.6	73.7	77.6	69.9	77.9
No	13.3	10.6	18.4	14.1	19.3	09.5
Not Sure	07.6	13.8	07.9	08.3	10.8	12.6

Table A-17

Work Schedule

	----Security Police----			-----Data Base-----		
	Off (%)	Enl (%)	Civ (%)	Off (%)	Enl (%)	Civ (%)
<u>n</u> =	107	4752	38	12389	65076	24096
Day Shift	47.6	35.9	44.7	59.2	61.8	88.0
Swing Shift	00.0	02.0	29.0	00.2	07.8	03.2
Mid Shift	01.0	01.4	21.1	00.1	03.1	00.7
Rotating Shifts	29.0	48.7	02.6	04.6	11.0	04.5
Irreg Schedule	14.0	10.8	02.6	12.5	12.3	02.3
Alot TDY/on call	07.4	01.2	00.0	08.0	02.6	01.0
Crew Schedule	01.0	00.1	00.0	15.4	01.4	00.3

Table A-18

Supervisor Holds Group Meetings

	----Security Police----			-----Data Base-----		
	Off (%)	Enl (%)	Civ (%)	Off (%)	Enl (%)	Civ (%)
<u>n</u> =	106	4662	3	12366	64722	24254
Never	01.0	32.0	28.2	06.6	15.3	10.0
Occasionally	21.7	35.1	25.6	23.0	33.7	34.7
Monthly	13.2	06.6	02.6	14.0	08.9	18.7
Weekly	55.6	09.1	10.3	42.1	28.7	30.4
Daily	06.6	14.7	33.3	12.2	11.2	04.4
Continuously	01.9	02.5	00.0	02.1	02.2	01.6

Table A-19

Supervisor Holds Group Meetings to Solve Problems

	----Security Police----			-----Data Base-----		
	Off (%)	Enl (%)	Civ (%)	Off (%)	Enl (%)	Civ (%)
<u>n</u> =	104	4654	39	12301	64293	23921
Never	11.5	37.0	51.3	15.4	24.1	24.1
Occasionally	38.5	34.8	20.5	42.6	40.1	44.8
Half the time	31.7	12.0	07.7	21.8	17.1	15.4
Always	18.3	16.2	20.5	20.2	18.7	15.7

Table A-20

Aeronautical Rating and Current Status

n =	----Security Police----		----Data Base-----	
	Off (%)	Enl (%)	Off (%)	Enl (%)
	107	4753	12346	64484
Nonrated, not on air crew	95.3	93.3	60.8	90.4
Nonrated, on air crew	00.0	00.8	02.4	02.2
Rated, on crew/ops job	01.0	00.6	27.4	01.6
Rated, in support job	03.7	05.3	09.4	05.8

Table A-21

Career Intent

n =	----Security Police----			-----Data Base-----		
	Off (%)	Enl (%)	Civ (%)	Off (%)	Enl (%)	Civ (%)
	107	4775	37	12447	65355	21158
Retire 12 Mos	01.9	12.3	05.4	03.4	03.2	06.3
Career	62.6	25.8	51.4	51.0	35.5	51.3
Likely Career	21.5	18.5	24.3	22.5	18.8	23.4
Maybe Career	12.3	23.2	16.2	15.1	20.4	12.7
Likely Separate	01.9	17.5	02.7	05.0	13.3	03.5
Separate	00.0	12.7	00.0	03.0	08.8	02.8

Note: The number (n) is the total number of valid responses for the factor being examined.

APPENDICES

Appendix B

Comparison of Security Police to LMDC Data Base

Table B-1

Comparison of OAP Factor Scores
Between Security Police and Other Officers

----- THE WORK ITSELF -----					
	Number of cases	Mean	<u>SD</u>	^a <u>df</u>	<u>t</u>

<u>Job Performance Goals</u>				12131	-0.38
Security Police Officers	104	4.69	0.93		
Other Officers	12029	4.72	0.98		
<u>Task Characteristics</u>				12198	-1.52
Security Police Officers	105	5.21	1.02		
Other Officers	12095	5.35	0.92		
<u>Task Autonomy</u>				12227	-0.00
Security Police Officers	105	4.56	1.42		
Other Officers	12124	4.56	1.35		
<u>Work Repetition</u>				12419	2.49**
Security Police Officers	106	4.65	.31		
Other Officers	12315	4.31	1.37		
<u>Desired Repetitive/ Easy Tasks</u>				12053	-1.17
Security Police Officers	101	2.35	1.08		
Other Officers	11954	2.47	1.05		
<u>Job Related Training</u>				9853	-0.52
Security Police Officers	90	4.61	1.45		
Other Officers	9765	4.69	1.48		

a

Approximate degrees of freedom are given when t-test for groups with unequal variances is used.

*p < .05. **p < .01. ***p < .001.

Table B-1 (Continued)

JOB ENRICHMENT					
	Number of cases	Mean	SD	a df	t
<u>Skill Variety</u>				12500	-1.38
Security Police Officers	107	5.27	1.33		
Other Officers	12395	5.44	1.28		
<u>Task Identity</u>				12467	-4.29***
Security Police Officers	106	4.72	1.36		
Other Officers	12363	5.23	1.21		
<u>Task Significance</u>				108	3.16**
Security Police Officers	107	6.12	1.04		
Other Officers	12414	5.80	1.25		
<u>Job Feedback</u>				12487	-1.92
Security Police Officers	106	4.67	1.33		
Other Officers	12383	4.89	1.18		
<u>Need for Enrichment</u>				12208	1.19
Security Police Officers	101	6.19	0.83		
Other Officers	12109	6.09	0.86		
<u>Job Motivation Index</u>				11415	-0.01
Security Police Officers	100	126.34	72.20		
Other Officers	11317	126.42	67.29		

a

Approximate degrees of freedom are given when t-test for groups with unequal variances is used.

*p < .05. **p < .01. ***p < .001.

Table B-1 (Continued)

WORK GROUP PROCESS					
	Number of cases	Mean	SD	^a df	t
<u>Work Support</u>				12038	-1.05
Security Police Officers	103	4.44	1.10		
Other Officers	11937	4.55	1.09		
<u>Management & Supervision</u>				11783	2.05*
Security Police Officers	100	5.59	1.18		
Other Officers	11685	5.31	1.34		
<u>Suprvy Communications</u>				11531	0.86
Security Police Officers	103	4.98	1.49		
Other Officers	11430	4.86	1.42		
<u>Orgnl Communications</u>				11643	1.11
Security Police Officers	103	5.02	1.39		
Other Officers	11542	4.89	1.26		
WORK GROUP OUTPUT					
<u>Eride</u>				12454	1.09
Security Police Officers	106	5.63	1.36		
Other Officers	12350	5.48	1.39		
<u>Advancement/Recognition</u>				11959	2.83**
Security Police Officers	100	4.91	1.26		
Other Officers	11861	4.58	1.19		
<u>Perceived Productivity</u>				12081	-0.02
Security Police Officers	100	5.77	0.98		
Other Officers	11983	5.77	1.08		
<u>Job Related Satisfaction</u>				104	-1.24
Security Police Officers	104	5.21	1.27		
Other Officers	11163	5.36	1.09		
<u>General Org Climate</u>				11712	1.93
Security Police Officers	101	5.45	1.31		
Other Officers	11613	5.20	1.25		

a

Approximate degrees of freedom are given when t -test for groups with unequal variances is used.

* $p < .05$. ** $p < .01$. *** $p < .001$.

Table B-2

Comparison of OAP Factor Scores
Between Security Police and Other Enlisted

THE WORK ITSELF					
	Number of cases	Mean	SD	a df	t
<u>Job Performance Goals</u>				5182	-13.54**
Security Police Enlisted	4592	4.54	1.05		
Other Enlisted	63267	4.75	0.97		
<u>Task Characteristics</u>				4799	-32.84***
Security Police Enlisted	4401	4.46	1.22		
Other Enlisted	62674	5.08	0.97		
<u>Task Autonomy</u>				5119	-37.32***
Security Police Enlisted	4518	3.05	1.47		
Other Enlisted	62862	3.89	1.40		
<u>Work Repetition</u>				69343	15.60***
Security Police Enlisted	4733	5.43	1.37		
Other Enlisted	64612	5.11	1.37		
<u>Desired Repetitive/ Easy Tasks</u>				5185	11.99***
Security Police Enlisted	4645	3.49	1.59		
Other Enlisted	63431	3.20	1.40		
<u>Job Related Training</u>				66357	-3.96***
Security Police Enlisted	4585	4.39	1.58		
Other Enlisted	61774	4.48	1.58		

a

Approximate degrees of freedom are given when t -test for groups with unequal variances is used.

* $p < .05$. ** $p < .01$. *** $p < .001$.

Table B-2 (Continued)

JOB ENRICHMENT					
	Number of cases	Mean	SD	a df	t
<hr/>					
<u>Skill Variety</u>				5234	-31.17***
Security Police Enlisted	4692	3.89	1.62		
Other Enlisted	64583	4.65	1.43		
<hr/>					
<u>Task Identity</u>				5020	-34.87***
Security Police Enlisted	4598	4.31	1.52		
Other Enlisted	64790	5.11	1.21		
<hr/>					
<u>Task Significance</u>				5251	-12.55***
Security Police Enlisted	4744	5.43	1.52		
Other Enlisted	65049	5.72	1.29		
<hr/>					
<u>Job Feedback</u>				5231	-30.89***
Security Police Enlisted	4710	4.13	1.47		
Other Enlisted	64884	4.80	1.27		
<hr/>					
<u>Need for Enrichment</u>				5028	-14.28***
Security Police Enlisted	4559	5.18	1.46		
Other Enlisted	63052	5.50	1.22		
<hr/>					
<u>Job Motivation Index</u>				4677	-34.05***
Security Police Enlisted	4031	69.73	58.96		
Other Enlisted	58660	102.55	62.63		

^a

Approximate degrees of freedom are given when t -test for groups with unequal variances is used.

* $p < .05$. ** $p < .01$. *** $p < .001$.

Table B-2 (Continued)

WORK GROUP PROCESS					
	Number of cases	Mean	SD	a df	t
<u>Work Support</u>				5117	-15.36***
Security Police Enlisted	4528	4.27	1.18		
Other Enlisted	63273	4.55	1.11		
<u>Management & Supervision</u>				65786	0.53
Security Police Enlisted	4433	4.91	1.61		
Other Enlisted	61355	4.89	1.57		
<u>Suprvy Communications</u>				5127	0.38
Security Police Enlisted	4493	4.52	1.68		
Other Enlisted	61550	4.51	1.63		
<u>Orgnl Communications</u>				4890	-19.11***
Security Police Enlisted	4345	3.98	1.42		
Other Enlisted	60262	4.40	1.31		
WORK GROUP OUTPUT					
<u>Pride</u>				5259	-17.00***
Security Police Enlisted	4698	4.47	1.82		
Other Enlisted	64454	4.93	1.63		
<u>Advancement/Recognition</u>				5209	-8.31***
Security Police Enlisted	4564	4.12	1.23		
Other Enlisted	62312	4.27	1.19		
<u>Perceived Productivity</u>				4991	-15.24***
Security Police Enlisted	4990	5.16	1.41		
Other Enlisted	62483	5.49	1.23		
<u>Job Related Satisfaction</u>				4603	-21.64***
Security Police Enlisted	4133	4.51	1.37		
Other Enlisted	56772	4.99	1.20		
<u>General Org Climate</u>				4885	-20.21***
Security Police Enlisted	4345	3.96	1.51		
Other Enlisted	60202	4.43	1.39		

a

Approximate degrees of freedom are given when t-test for groups with unequal variances is used.

*p < .05. **p < .01. ***p < .001.

Table B-3

Comparison of OAP Factor Scores
Between Security Police and Other Civilians

----- THE WORK ITSELF -----					
	Number of cases	Mean	SD	a df	t

<u>Job Performance Goals</u>				37	-2.10*
Security Police Civilians	38	4.42	1.29		
Other Civilians	23455	4.86	1.00		
<u>Task Characteristics</u>				38	-3.40**
Security Police Civilians	39	4.63	1.25		
Other Civilians	23176	5.31	0.95		
<u>Task Autonomy</u>				38	-3.12**
Security Police Civilians	39	3.66	1.85		
Other Civilians	23644	4.58	1.35		
<u>Work Repetition</u>				24189	2.27**
Security Police Civilians	40	5.16	1.30		
Other Civilians	24151	4.65	1.43		
<u>Desired Repetitive/ Easy Tasks</u>				37	0.44
Security Police Civilians	38	3.22	1.87		
Other Civilians	23611	3.09	1.40		
<u>Job Related Training</u>				21958	-3.15***
Security Police Civilians	37	3.61	1.99		
Other Civilians	21923	4.48	1.67		

a

Approximate degrees of freedom are given when t-test for groups with unequal variances is used.

*p < .05. **p < .01. ***p < .001.

Table B-3 (Continued)

JOB ENRICHMENT					
	Number of cases	Mean	SD	a df	t
<u>Skill Variety</u>				24147	-3.90***
Security Police Civilians	40	4.24	1.64		
Other Civilians	24109	5.08	1.37		
<u>Task Identity</u>				39	-2.67**
Security Police Civilians	40	4.54	1.83		
Other Civilians	24168	5.34	1.17		
<u>Task Significance</u>				24259	-0.94
Security Police Civilians	39	5.53	1.48		
Other Civilians	24222	5.71	1.26		
<u>Job Feedback</u>				39	-3.18**
Security Police Civilians	40	4.19	1.73		
Other Civilians	24222	5.06	1.27		
<u>Need for Enrichment</u>				37	-0.11
Security Police Civilians	38	5.67	1.53		
Other Civilians	23386	5.70	1.18		
<u>Job Motivation Index</u>				35	-2.72**
Security Police Civilians	36	97.96	89.81		
Other Civilians	21655	131.29	70.35		

a

Approximate degrees of freedom are given when t-test for groups with unequal variances is used.

*p < .05. **p < .01. ***p < .001.

Table B-3 (Continued)

WORK GROUP PROCESS					
	Number of cases	Mean	SD	^a df	t
<u>Work Support</u>				37	-1.11
Security Police Civilians	38	4.40	1.46		
Other Civilians	23424	4.67	1.11		
<u>Management & Supervision</u>				37	-1.61
Security Police Civilians	38	4.42	2.13		
Other Civilians	22748	4.98	1.64		
<u>Suprvy Communications</u>				22736	-2.30**
Security Police Civilians	36	3.92	2.08		
Other Civilians	22702	4.57	1.71		
<u>Orgnl Communications</u>				34	-3.17**
Security Police Civilians	35	3.56	1.96		
Other Civilians	22325	4.61	1.41		
WORK GROUP OUTPUT					
<u>Pride</u>				39	-2.13**
Security Police Civilians	40	4.78	1.93		
Other Civilians	24150	5.42	1.45		
<u>Advancement/Recognition</u>				22528	-3.83***
Security Police Civilians	37	2.95	1.26		
Other Civilians	22493	3.79	1.34		
<u>Perceived Productivity</u>				38	-2.95**
Security Police Civilians	39	4.89	1.59		
Other Civilians	23320	5.64	1.25		
<u>Job Related Satisfaction</u>				37	-2.68**
Security Police Civilians	38	4.79	1.47		
Other Civilians	21927	5.42	1.08		
<u>General Org Climate</u>				22298	-3.46**
Security Police Civilians	34	3.96	1.64		
Other Civilians	22262	4.78	1.39		

^a

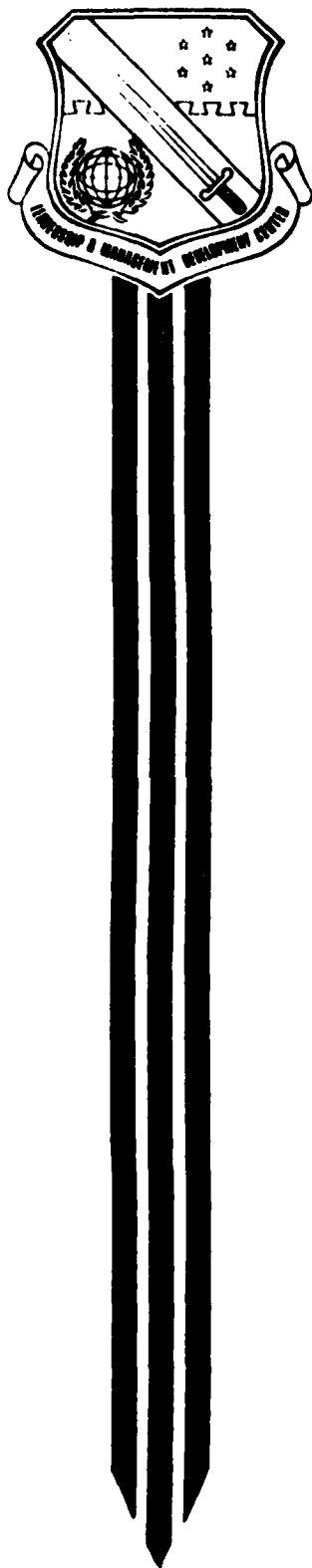
Approximate degrees of freedom are given when t-test for groups with unequal variances is used.

*p < .05. **p < .01. ***p < .001.

APPENDIX

Appendix C

Organizational Assessment Package Factors & Variables



ORGANIZATIONAL ASSESSMENT PACKAGE SURVEY

FACTORS AND VARIABLES

JANUARY 1986

**LEADERSHIP AND MANAGEMENT DEVELOPMENT CENTER
AIR UNIVERSITY
Maxwell Air Force Base, Alabama 36112-5712**

FACTORS AND VARIABLES OF THE ORGANIZATIONAL ASSESSMENT PACKAGE

The OAP is a 109-item survey questionnaire designed jointly by the Air Force Human Resources Laboratory and the Leadership and Management Development Center (LMDC) and is used to aid LMDC in its missions to: (a) conduct research on Air Force systemic issues using information in the OAP database, (b) provide leadership and management training, and (c) provide management consultation service to Air Force commanders upon request.

Allowable responses to the attitudinal items on the survey range from 1 (low) to 7 (high). The attitudinal items are grouped into 25 factors that address such areas as the job itself, management and supervision, communications, and performance in the organization. Each data record consists of 7 externally coded descriptors and 24 demographic items as well as the responses to the 93 attitudinal items.

The factors measured by the OAP are grouped into a systems model to assess three aspects of a work group: input, process, and output (adapted from McGrath's model).

Input. In LMDC's adaptation of the model, input is comprised of demographics, work itself, and job enrichment.

A. Demographics. Descriptive or background information about the respondents to the OAP survey.

B. Work Itself. The work itself has to do with the task properties (technologies) and environmental conditions of the job. It assesses the patterns of characteristics members bring to the group or organization, and patterns of differentiation and integration among position and roles. The following OAP factors measure the work itself:

- 806 - Job Desires (Need For Enrichment)
- 810 - Job Performance Goals
- 812 - Task Characteristics
- 813 - Task Autonomy
- 814 - Work Repetition
- 816 - Desired Repetitive Easy Tasks
- 823 - Job Related Training
- Job Influences (not a statistical factor)

C. Job Enrichment. Measures the degree to which the job itself is interesting, meaningful, challenging, and responsible. The following OAP factors measure job enrichment:

- 800 - Skill Variety
- 801 - Task Identity
- 802 - Task Significance
- 804 - Job Feedback
- 806 - Need For Enrichment Index (Job Desires)
- 807 - Job Motivation Index

- 808 - QJI Total Score
- 809 - Job Motivation Index - Additive
- 825 - Motivation Potential Score

Work Group Process. The work group assesses the pattern of activity and interaction among the group members. The following OAP factors measures leadership and the work group process:

- 805 - Performance Barriers/Blockages (Work Support)
- 818 - Management and Supervision
- 819 - Supervisory Communications Climate
- 820 - Organizational Communications Climate
- Work Interferences (not a statistical factor)
- Supervisory Assistance (not a statistical factor)

Work Group Output. Measures task performance, group development, and effects on group members. Assesses the quantity and quality of task performance and alteration of the group's relation to the environment. Assesses changes in positions and role patterns, and in the development of norms. Assesses changes on skills and attitudes, and effects on adjustment. The following OAP factors measure the work group output:

- 811 - Pride
- 817 - Advancement/Recognition
- 821 - Work Group Effectiveness (Perceived Productivity)
- 822 - Job Related Satisfaction
- 824 - General Organizational Climate

EXTERNALLY CODED DESCRIPTORS

Batch Number

Julian Date of Survey

Major Command

Base Code

Consultation Method

Consultant Code

Survey Version

(Note: These items are concatenated to each data record during EDP processing.)

BIODEMOGRAPHIC ITEMS (NOT A STATISTICAL FACTOR)

Variable Number	Statement Number	Statement
-	-	Supervisor's Code
-	-	Work Group Code
-	-	Sex
-	-	Your age is
-	-	You are (officer, enlisted, GS, etc.)
-	-	Your pay grade is
-	-	Primary AFSC
-	-	Duty AFSC
(Note: The above items are on the response sheet.)		
001	-	(Not used)
002	-	(Not used)
003	1	Total years in the Air Force:
		1. Less than 1 year
		2. More than 1 year, less than 2 years
		3. More than 2 years, less than 3 years
		4. More than 3 years, less than 4 years
		5. More than 4 years, less than 6 years
		6. More than 6 years

3

Variable Number	Statement Number	Statement
004	2	Total months in present career field:
		1. Less than 1 month
		2. More than 1 month, less than 6 months
		3. More than 6 months, less than 12 months
		4. More than 12 months, less than 18 months
		5. More than 18 months, less than 24 months
		6. More than 24 months, less than 36 months
		7. More than 36 months
005	3	Total months at this station:
		1. Less than 1 month
		2. More than 1 month, less than 6 months
		3. More than 6 months, less than 12 months
		4. More than 12 months, less than 18 months
		5. More than 18 months, less than 24 months
		6. More than 24 months, less than 36 months
		7. More than 36 months
006	4	Total months in present position:
		1. Less than 1 month
		2. More than 1 month, less than 6 months
		3. More than 6 months, less than 12 months
		4. More than 12 months, less than 18 months
		5. More than 18 months, less than 24 months
		6. More than 24 months, less than 36 months
		7. More than 36 months
007	5	Your Ethnic Group is:
		1. American Indian or Alaskan Native
		2. Asian or Pacific Islander
		3. Black, not of Hispanic Origin
		4. Hispanic
		5. White, not of Hispanic Origin
		6. Other

008	11	Which of the following "best" describes your marital status?
		0. Not married.
		1. Married: Spouse is a civilian employed outside home.
		2. Married: Spouse is a civilian employed outside home - geographically separated.
		3. Married: Spouse not employed outside home.
		4. Married: Spouse not employed outside home - geographically separated.
		5. Married: Spouse is a military member.
		6. Married: Spouse is a military member - geographically separated.
		7. Single parent.

4

Variable
Number

Statement
Number

6

Statement

Your highest education level obtained is:

1. Non-high school graduate
2. High school graduate or GED
3. Less than two years college
4. Two years or more college
5. Bachelors Degree
6. Masters Degree
7. Doctoral Degree

010

7

Highest level of professional military education (residence or correspondence):

0. None or not applicable
1. MCO Orientation Course or USARF Supervisor Course (MCO Phase 1 or 2)
2. MCO Leadership School (MCO Phase 3)
3. MCO Academy (MCO Phase 4)
4. Senior MCO Academy (MCO Phase 5)
5. Squadron Officer School
6. Intermediate Service School (i.e., ACSC, AFSC)
7. Senior Service School (i.e., AUC, USARF, IMC)

011

8

How many people do you directly supervise?

1. None
2. 1
3. 2
4. 3
5. 4 to 5
6. 6 to 8
7. 9 or more

012

9

For how many people do you write performance reports?

1. None
2. 1
3. 2
4. 3
5. 4 to 5
6. 6 to 8
7. 9 or more

013

10

Does your supervisor actually write your performance report?

1. Yes
2. No
3. Not sure

5

Variable
Number

Statement
Number

11

Statement

Your work requires you to work primarily:

1. Alone
2. With one or two people
3. As a small work group (3-5 people)
4. As a large work group (6 or more people)
5. Other

014

12

What is your usual work schedule?

1. Day shift, normally stable hours
2. Swing shift (about 1600-2400)
3. Mid shift (about 2400-0800)
4. Rotating shift schedule
5. Day or shift work with irregular/unstable hours
6. Frequent TDY/travel or frequently on-call to report to work
7. Crew schedule

015

13

How often does your supervisor hold group meetings?

1. Never
2. Occasionally
3. Monthly
4. Weekly
5. Daily
6. Continuously

016

14

How often are group meetings used to solve problems and establish goals?

1. Never
2. Occasionally
3. About half the time
4. All of the time

017

15

What is your aeronautical rating and current status?

1. Nonrated, not on aircrew
2. Nonrated, now on aircrew
3. Rated, in crew/operations job
4. Rated, in support job

6

Variable
Number

003

Statement
Number

16

Statement

- Which of the following best describes your career or employment intentions?
1. Planning to retire in the next 12 months
 2. Will continue in/with the Air Force as a career
 3. Will most likely continue in/with the Air Force
 4. May continue in/with the Air Force
 5. Will most likely not make the Air Force a career
 6. Will separate/terminate from the Air Force as soon as possible

NOTE: Variable 008, Statement 11 was added to the OAP on 19 Jan 80 and replaced variable 014 which appears on page 6. Although no longer used, Variable 014 is still shown because data collected from about 25,000 samples for this variable are still in the data base.

FACTORS

Each 000 series factor consists of two or more variables which correspond to statements in the OAP. A mean score can be derived for each factor except 005, 007, 008, 009 and 025 by using a "straight average." The formula for computing the exceptions is indicated.

FACTOR 000 - SKILL VARIETY: Measures the degree to which a job requires a variety of different tasks or activities in carrying out the work; involves the use of a number of different skills and talents of the worker; skills required are valued by the worker.

Variable Number	Statement Number	Statement
201	17	To what extent does your job require you to do many different things, using a variety of your talents and skills?
212	29	To what extent does your job require you to use a number of complex skills?

FACTOR 001 - TASK IDENTIFY: Measures the degree to which the job requires completion of a "whole" and identifiable piece of work from beginning to end.

Variable Number	Statement Number	Statement
202	10	To what extent does your job involve doing a whole task or unit of work?
211	20	To what extent does your job provide you with a chance to finish completely the piece of work you have begun?

FACTOR 802 - TASK SIGNIFICANCE: Measures the degree to which the job has a substantial impact on the lives or work of others; the importance of the job.

Variable Number	Statement Number	Statement
203	19	To what extent is your job significant in that it affects others in some important way?
210	27	To what extent does doing your job well affect a lot of people?

FACTOR 803 (NOT USED)

FACTOR 804 - JOB FEEDBACK: Measures the degree to which carrying out the work activities required by the job results in the worker obtaining clear and direct information about job outcomes or information on good and poor performance.

Variable Number	Statement Number	Statement
272	22	To what extent are you able to determine how well you are doing your job without feedback from anyone else?
209	26	To what extent does your job provide the chance to know for yourself when you do a good job, and to be responsible for your own work?

FACTOR 805 - WORK SUPPORT: Measures the degree to which work performance is hindered by insufficient abilities, details, inadequate tools, equipment, or work space.

Variable Number	Statement Number	Statement
206	23	To what extent do additional duties interfere with the performance of your primary job?
207	24	To what extent do you have adequate tools and equipment to accomplish your job?
208	25	To what extent is the amount of work space provided adequate?

Formula (8-206+207+208)/3

FACTOR 806 - NEED FOR ENRICHMENT INDEX (JOB DESIRES): Measures to do with job related characteristics (autonomy, personal growth, use of skills, etc.) that the individual would like in a job.

Variable Number	Statement Number	Statement
		(In my job, I would like to have the characteristics described--from "not at all" to "an extremely large amount")
249	51	Opportunities to have independence in my work.
250	52	A job that is meaningful.
251	53	The opportunity for personal growth in my job.
252	54	Opportunities in my work to use my skills.
253	55	Opportunities to perform a variety of tasks.

FACTOR 807 - JOB MOTIVATION INDEX: A composite index derived from the six job characteristics that reflects the overall "motivating potential" of a job; the degree to which a job will prompt high internal work motivation on the part of job incumbents.

Index is computed using the following factors:

800	Skill variety
801	Task identity
802	Task significance
805	Performance barriers/obstacles
813	Task autonomy
804	Job feedback

Formula ((800+801+802+805)/4) * 813 * 804

FACTOR 808 - QJI TOTAL SCORE: Assesses one's perception of motivation provided by his or her job. This factor is a variation of a scale employed by other job motivation theorists.

Score is computed using the variables in the following formula:

Formula (V201+V202+V203+V270+V271+V272
+8-V206+V207+V208+V209+V210
+V211+V212+V213)

FACTOR 800 - JOB MOTIVATION INDEX ---- ADDITIVE: This factor is a variation of a scale employed by other job motivation theorists.

Index is computed using the following factors:

- 800 Skill variety
- 801 Task identity
- 802 Task significance
- 803 Performance barriers/blockages
- 804 Task autonomy
- 805 Work repetition

Formula (800-801-802-803-804-805)

FACTOR 810 - JOB PERFORMANCE GOALS: Measures the extent to which job performance goals are clear, specific, realistic, understandable, and challenging.

Variable Number	Statement Number	Statement
217	34	To what extent do you know exactly what is expected of you in performing your job?
218	35	To what extent are your job performance goals difficult to accomplish?
219	36	To what extent are your job performance goals clear?
220	37	To what extent are your job performance goals specific?
221	38	To what extent are your job performance goals realistic?

FACTOR 811 - PRIDE: Measures the pride in one's work.

Variable Number	Statement Number	Statement
215	39	To what extent are you proud of your job?
216	40	To what extent does your work give you a feeling of pride?

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FACTOR 812 - TASK CHARACTERISTICS: A combination of skill variety, task identity, task significance, and job feedback designed to measure several aspects of one's job.

Variable Number	Statement Number	Statement
201	17	To what extent does your job require you to do many different things, using a variety of your talents and skills?
202	18	To what extent does your job involve doing a whole task or unit of work?
203	19	To what extent is your job significant, in that it affects others in some important way?
204	20	To what extent are you able to determine how well you are doing your job without feedback from anyone else?
205	21	To what extent does your job provide the chance to know for yourself when you do a good job, and to be responsible for your own work?
206	22	To what extent does doing your job well affect a lot of people?
207	23	To what extent does your job provide you with a chance to finish completely the piece of work you have begun?
208	24	To what extent does your job require you to use a number of complex skills?

FACTOR 813 - TASK AUTONOMY: Measures the degree to which the job provides freedom to do the work as one sees fit; discretion in scheduling, decision making, and means for accomplishing a job.

Variable Number	Statement Number	Statement
210	25	To what extent does your job provide a great deal of freedom and independence in scheduling your work?
211	26	To what extent does your job provide a great deal of freedom and independence in selecting your own procedures to accomplish it?
212	27	To what extent does your job give you freedom to do your work as you see fit?
213	28	To what extent are you allowed to make the major decisions required to perform your job well?

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FACTOR 814 - WORK REPETITION: Measures the extent to which one performs the same tasks or faces the same type of problems in his or her job on a regular basis.

Variable Number	Statement
226	To what extent do you perform the same tasks repeatedly within a short period of time?
227	To what extent are you faced with the same type of problem on a weekly basis?

FACTOR 815 (NOT USED)

FACTOR 816 - DESIRED REPETITIVE EASY TASKS: Measures the extent to which one desires his or her job involve repetitive tasks or tasks that are easy to accomplish.

Variable Number	Statement
255	A job in which tasks are repetitive.
258	A job in which tasks are relatively easy to accomplish.

FACTOR - JOB INFLUENCES (NOT A STATISTICAL FACTOR):

Variable Number	Statement
216	To what extent do you feel accountable to your supervisor in accomplishing your job?
238	To what extent do co-workers in your work group maintain high standards of performance?

FACTOR 817 - ADVANCEMENT/RECOGNITION: Measures one's awareness of advancement and recognition, and feelings of being prepared (i.e., learning new skills for promotion).

Variable Number	Statement
234	To what extent are you aware of promotion/advancement opportunities that affect you?
239	To what extent do you have the opportunity to progress up your career ladder?

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240	To what extent are you being prepared to accept increased responsibility?
241	To what extent do people who perform well receive recognition?
276	To what extent do you have the opportunity to learn skills which will improve your promotion potential?

FACTOR 818 - MANAGEMENT and SUPERVISION (A): Measures the degree to which the worker has high performance standards and good work procedures. Measures support and guidance received, and the overall quality of supervision.

Variable Number	Statement
404	My supervisor is a good planner.
405	My supervisor sets high performance standards.
410	My supervisor encourages teamwork.
411	My supervisor represents the group at all times.
412	My supervisor establishes good work procedures.
413	My supervisor has made his responsibilities clear to the group.
445	My supervisor fully explains procedures to each group member.
416	My supervisor performs well under pressure.

FACTOR - MANAGEMENT and SUPERVISION (B): (NOT A STATISTICAL FACTOR)

Variable Number	Statement
424	My supervisor takes time to help me when needed.
434	My supervisor lets me know when I am doing a poor job.
439	When I need technical advice, I usually go to my supervisor.

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FACTOR 919 - SUPERVISORY COMMUNICATIONS CLIMATE: Measures the degree to which the worker perceives that there is good rapport with supervisors, that there is a good working environment, that innovation for task improvement is encouraged, and that rewards are based upon performance.

Variable Number	Statement Number	Statement
426	67	My supervisor asks members for their ideas on task improvements.
428	68	My supervisor explains how my job contributes to the overall mission.
431	69	My supervisor helps me set specific goals.
433	70	My supervisor lets me know when I am doing a good job.
435	72	My supervisor always helps me improve my performance.
436	73	My supervisor insures that I get job related training when needed.
437	74	My job performance has improved due to feedback received from my supervisor.
442	76	My supervisor frequently gives me feedback on how well I am doing my job.

FACTOR 920 - ORGANIZATIONAL COMMUNICATIONS CLIMATE: Measures the degree to which the worker perceives that there is an open communications environment in the organization, and that adequate information is provided to accomplish the job.

Variable Number	Statement Number	Statement
308	82	Ideas developed by my work group are readily accepted by management personnel above my supervisor.
301	83	My organization provides all the necessary information for me to do my job effectively.
302	84	My organization provides adequate information to my work group.
303	85	My work group is usually aware of important events and situations.
304	86	My complaints are aired satisfactorily.
309	91	The information in my organization is widely shared so that those needing it have it available.

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314	96	My organization has clear-cut goals.
317	99	The goals of my organization are reasonable.
318	100	My organization provides accurate information to my work group.

FACTOR 921 - WORK GROUP EFFECTIVENESS: Measures one's view of the quantity, quality, and efficiency of work generated by his or her work group.

Variable Number	Statement Number	Statement
259	77	The quantity of output of your work group is very high.
260	78	The quality of output of your work group is very high.
261	79	When high priority work arises, such as short suspenses, crash programs, and schedule changes, the people in my work group do an outstanding job in handling these situations.
264	80	Your work group always gets maximum output from available resources (e.g., personnel and material).
265	81	Your work group's performance in comparison to similar work groups is very high.

FACTOR - WORK INTERFERENCES (NOT A STATISTICAL FACTOR): Identifies things that impede an individual's job performance.

Variable Number	Statement Number	Statement
277	48	To what extent do you have the necessary supplies to accomplish your job?
278	49	To what extent do details (task not covered by primary or additional duty descriptions) interfere with the performance of your primary job?
279	50	To what extent does a bottleneck in your organization seriously affect the flow of work either to or from your group?

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FACTOR 822 - JOB RELATED SATISFACTION: Measures the degree to which the worker is generally satisfied with factors surrounding the job.

Variable Number	Statement Number	Statement
705	101	<u>Feeling of Helpfulness</u> The chance to help people and improve their welfare through the performance of my job. The importance of my job performance to the welfare of others.
709	102	<u>Co-worker Relationships</u> My amount of effort compared to the effort of my co-workers, the extent to which my co-workers share the load, and the spirit of teamwork which exists among my co-workers.
710	103	<u>Family Attitude Toward Job</u> The recognition and the pride my family has in the work I do.
717	105	<u>Work Schedule</u> My work schedule; flexibility and regularity of my work schedule; the number of hours I work per week.
718	107	<u>Job Security</u>
719	108	<u>Acquired Valuable Skills</u> The chance to acquire valuable skills in my job which prepare me for future opportunities
723	109	<u>My Job as a Whole</u>

FACTOR 823 - JOB RELATED TRAINING: Measures the extent to which one is satisfied with on-the-job and technical training received.

Variable Number	Statement Number	Statement
711	104	<u>On-the-Job Training (OJT)</u> The OJT instructional methods and instructors' competence.
712	105	<u>Technical Training (Other than OJT)</u> The technical training I have received to perform my current job.

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FACTOR 824 - GENERAL ORGANIZATIONAL CLIMATE: Measures the individual's perception of his or her organizational environment as a whole (i.e. spirit of teamwork, communications, organizational pride, etc.).

Variable Number	Statement Number	Statement
305	87	My organization is very interested in the attitudes of the group members toward their jobs.
306	88	My organization has a very strong interest in the welfare of its people.
307	89	I am very proud to work for this organization.
308	90	I feel responsible to my organization in accomplishing its mission.
310	92	Personnel in my unit are recognized for outstanding performance.
311	93	I am usually given the opportunity to show or demonstrate my work to others.
312	94	There is a high spirit of teamwork among my co-workers.
313	95	There is outstanding cooperation between work groups of my organization.
315	97	I feel motivated to contribute my best efforts to the mission of my organization.
316	98	My organization rewards individuals based on performance.

FACTOR 825 - MOTIVATION POTENTIAL SCORE: This factor is another variation of a scale employed by other job motivation theorists. The score ranges between 1 and 343 with 109 being the Air Force average. Low scores indicate a poorly motivating job. Score is computed using the following factors:

800	Skill variety
801	Task identity
802	Task significance
804	Job feedback
813	Task autonomy

Formula: $(800+801+802/3)+813+804$

18

VARIABLES

Variable
Number

Factor

Statement
Number

201	000/012	17	To what extent does your job require you to do many different things, using a variety of your talents and skills?
202	001/012	18	To what extent does your job involve doing a <u>whole</u> task or unit of work?
203	002/012	19	To what extent is your job significant, in that it affects others in some important way?
204 & 205	--	--	(Not used)
206	005	23	To what extent do additional duties interfere with the performance of your primary job?
207	005	24	To what extent do you have adequate tools and equipment to accomplish your job?
208	005	25	To what extent is the amount of work space provided adequate?
209	004/012	26	To what extent does your job provide the chance to know for yourself when you do a good job, and to be responsible for your own work?
210	002/012	27	To what extent does doing your job well affect a lot of people?
211	001/012	28	To what extent does your job provide you with a chance to finish completely the piece of work you have begun?
212	000/012	29	To what extent does your job require you to use a number of complex skills?

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Variable
Number

Factor

Statement
Number

213	013	30	To what extent does your job give you freedom to do your work as you see fit?
214	013	31	To what extent are you allowed to make the major decisions required to perform your job well?
215	011	32	To what extent are you proud of your job?
216*	--	33	To what extent do you feel accountable to your supervisor in accomplishing your job?
217	010	34	To what extent do you know exactly what is expected of you in performing your job?
218	010	35	To what extent are your job performance goals difficult to accomplish?
219 & 220	--	--	(Not used)
221	010	36	To what extent are your job performance goals realistic?
222-225	--	--	(Not used)
226	014	39	To what extent do you perform the same tasks repeatedly within a short period of time?
227	014	40	To what extent are you faced with the same type of problem on a weekly basis?

* This variable is an element of "job influences" (not a statistical factor).

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Variable
Number

Factor

Statement
Number

Statement

228-233 -- -- (Not used)

234 817 41 To what extent are you aware of promotion/advancement opportunities that affect you?

235-237 -- -- (Not used)

238* -- 42 To what extent do co-workers in your work group maintain high standards of performance?

239 817 43 To what extent do you have the opportunity to progress up your career ladder?

240 817 44 To what extent are you being prepared to accept increased responsibility?

241 817 45 To what extent do people who perform well receive recognition?

242-248 -- -- (Not used)

249 806 51 Opportunities to have independence in my work?

250 806 52 A job that is meaningful.

251 806 53 The opportunity for personal growth in my job.

252 806 54 Opportunities in my work to use my skills.

253 806 55 Opportunities to perform a variety of tasks.

254 -- -- (Not used)

255 816 56 A job in which tasks are repetitive.

* This variable is an element of "Job Influences" (not a statistical factor).

Variable
Number

Factor

Statement
Number

Statement

256 & 257 -- -- (Not used)

258 816 57 A job in which tasks are relatively easy to accomplish.

259 821 77 The quantity of output of your work group is very high.

260 821 78 The quality of output of your work group is very high.

261 821 79 When high priority work arises, such as short suspenses, crash programs, and schedule changes, the people in my work group do an outstanding job in handling these situations.

262 & 263 -- -- (Not used)

264 821 80 Your work group always gets maximum output from available resources (e.g., personnel and material).

265 821 81 Your work group's performance in comparison to similar work groups is very high.

266-269 -- -- (Not used)

270 813 20 To what extent does your job provide a great deal of freedom and independence in scheduling your work?

271 813 21 To what extent does your job provide a great deal of freedom and independence in selecting your own procedures to accomplish it?

272 804/812 22 To what extent are you able to determine how well you are doing your job without feedback from anyone else?

Variable Number	Factor	Statement Number
273	810	36
274	810	37
275	811	46
276	817	47
277**	--	49
278**	--	49
279**	--	50
280-299	--	--
300	820	82
301	820	83
302	820	84

Statement

To what extent are your job performance goals clear?

To what extent are your job performance goals specific?

To what extent does your work give you a feeling of pride?

To what extent do you have the opportunity to learn skills which will improve your promotion potential?

To what extent do you have the necessary supplies to accomplish your job?

To what extent do details (not covered by primary or additional duty descriptions) interfere with the performance of your primary job?

To what extent does a bottleneck in your organization seriously affect the flow of work either to or from your group?

(Not used)

Ideas developed by my work group are readily accepted by management personnel above my supervisor.

My organization provides all the necessary information for me to do my job effectively.

My organization provides adequate information to my work group.

** These variables are elements of "work interferences" (not a statistical factor).

Variable Number	Factor	Statement Number
303	820	85
304	820	86
305	824	87
306	824	88
307	824	89
308	824	90
309	820	91
310	824	92
311	824	93
312	824	94
313	824	95

Statement

My work group is usually aware of important events and situations.

My complaints are aired satisfactorily.

My organization is very interested in the attitudes of the group members toward their jobs.

My organization has a very strong interest in the welfare of its people.

I am very proud to work for this organization.

I feel responsible to my organization in accomplishing its mission.

The information in my organization is widely shared so that those needing it have it available.

Personnel in my unit are recognized for outstanding performance.

I am usually given the opportunity to show or demonstrate my work to others.

There is a high spirit of teamwork among my co-workers.

There is outstanding cooperation between work groups of my organization.

Variable Number	Factor	Statement Number
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Variable Number	Factor	Statement Number
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314	820	96	My organization has clear-cut goals.
315	824	97	I feel motivated to contribute my best efforts to the mission of my organization.
316	824	98	My organization rewards individuals based on performance.
317	820	99	The goals of my organization are reasonable.
318	820	100	My organization provides accurate information to my work group.
319-403	--	--	(Not used)
404	818	58	My supervisor is a good planner.
405	818	59	My supervisor sets high performance standards.
406-409	--	--	(Not used)
410	818	60	My supervisor encourages teamwork.
411	818	61	My supervisor represents the group at all times.
412	818	62	My supervisor establishes good work procedures.
413	818	63	My supervisor has made his responsibilities clear to the group.
414 & 415	--	--	(Not used)
416	818	65	My supervisor performs well under pressure.
417-423	--	--	(Not used)
424---	--	66	My supervisor takes time to help me when needed.
425	--	--	(Not used)

... This variable is an element of "supervisory assistance" (not a statistical factor).

Variable Number	Factor	Statement Number
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Variable Number	Factor	Statement Number
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426	819	67	My supervisor asks members for their ideas on task improvements.
427	--	--	(Not used)
428	819	68	My supervisor explains how my job contributes to the overall mission.
429 & 430	--	--	(Not used)
431	819	69	My supervisor helps me set specific goals.
432	--	--	(Not used)
433	819	70	My supervisor lets me know when I am doing a good job.
434---	--	71	My supervisor lets me know when I am doing a poor job.
435	819	72	My supervisor always helps me improve my performance.
436	819	73	My supervisor insures that I get job related training when needed.
437	819	74	My job performance has improved due to feedback received from my supervisor.
438	--	--	(Not used)
439---	--	75	When I need technical advice, I usually go to my supervisor.
440 & 441	--	--	(Not used)
442	819	76	My supervisor frequently gives me feedback on how well I am doing my job.
443 & 444	--	--	(Not used)
445	818	64	My supervisor fully explains procedures to each group member.
446-704	--	--	(Not used)

... These variables are elements of "supervisory assistance" (not a statistical factor).

Variable Number	Factor	Statement Number	Statement
705	822	101	<u>Feeling of Helpfulness</u> The chance to help people and improve their welfare through the performance of my job. The importance of my job performance to the welfare of others.
706-708	--	--	(Not used)
709	822	102	<u>Co-worker Relationships</u> My amount of effort compared to the effort of my co-workers, the extent to which my co-workers share the load, and the spirit of teamwork which exists among my co-workers.
710	822	103	<u>Family Attitude Toward Job</u> The recognition and the pride my family has in the work I do.
711	823	104	<u>On-the-Job Training (OJT)</u> The OJT instructional methods and instructors' competence.
712	823	105	<u>Technical Training (Other than OJT)</u> The technical training I have received to perform my current job.
713-716	--	--	(Not used)
717	822	106	<u>Work Schedule</u> My work schedule; flexibility and regularity of my work schedule; the number of hours I work per week.
718	822	107	<u>Job Security</u>
719	822	108	<u>Acquired Valuable Skills</u> The chance to acquire valuable skills in my job which prepare me for future opportunities.
720-722	--	--	(Not used)
723	822	109	<u>My Job as a Whole</u>
724-999	--	--	(Not used)

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